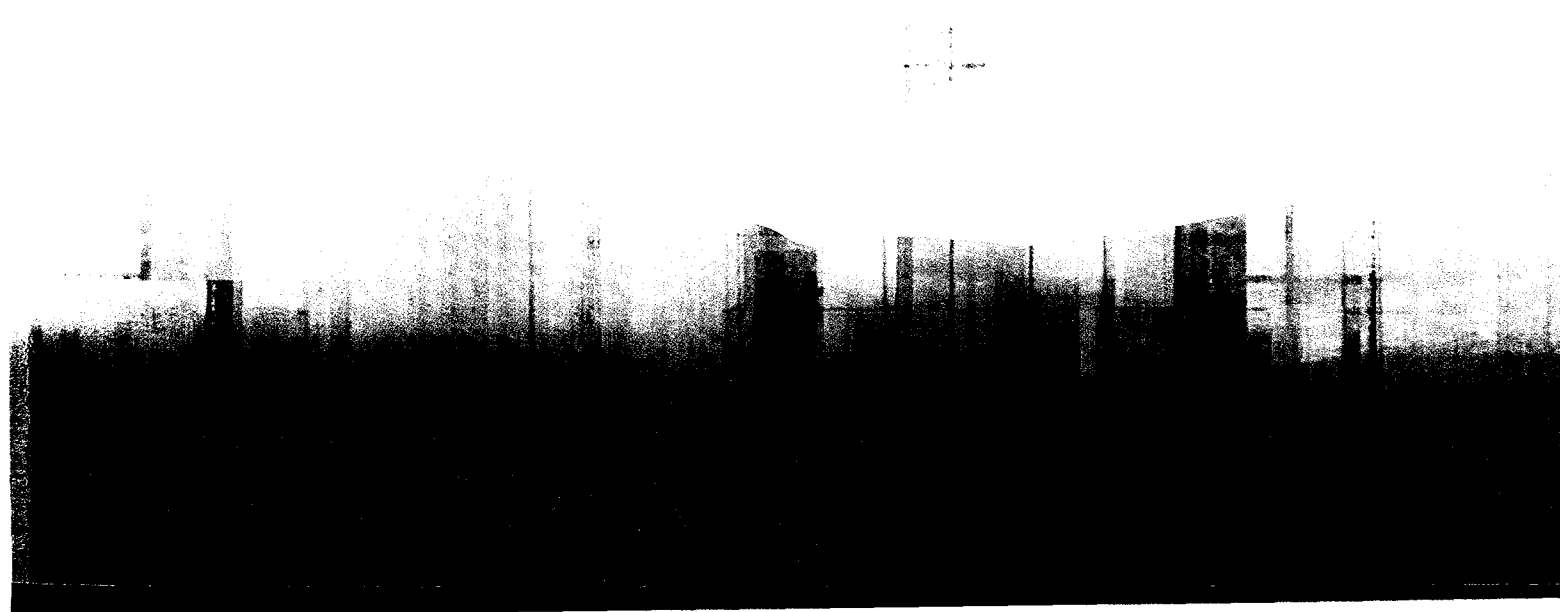




BUSINESS FOR

HOW TO TAKE YOUR BUSINESS TO THE NEXT LEVEL



CHAPTER 2

CONCEPTS OF THE STRATEGIC COACH

In 1997 I entered the Strategic Coaching Program, a personal coaching system created by Dan Sullivan. This program has changed my life! The concepts I learned here have helped drive my business to success, and they continue to do so. As of 2003, when I wrote this book, I still participate in the program, and it keeps leading my life and business to higher grounds.

In this chapter we will examine the concepts of the Strategic Coach program, both how the teacher presented them to me, and how they have worked as I applied them. We will look at the challenges to implementing these concepts, and which ones gained me the best results. Here you can learn the ideas and strategies that cost me thousands of dollars to pick up.

I have loaded this chapter with outstanding concepts that you can apply to your own business. These principles will require innovative thinking on your part, so brace yourself! Keep in mind, though, that you will likely not generate outstanding results unless you actually take the class, or at least set up your own strategic planning sessions. This is because you must match the time needed to implement the strategies with the pace with which they can be learned. In this chapter the strategies will be presented in one hour, but were actually presented to me over three years.

Strategic planning is a long-term proposition, and only works if you actually do follow your plans. Please do not assume that any of the concepts coming up will work for you without your applying it! Those readers who study this chapter, then follow up by attending the Strategic Coach Program or setting up their own planning program (with or without their own personal coach), will benefit the most from the information contained here. If you don't follow up on these concepts, I can guarantee that you will not gain from what I have written.

One day while doing strategic planning, an enormous grin stole over my face. A sudden inner joy filled me as I saw not only where I had come from, but where my business, my relationships, and my life were heading. What a beautiful

moment! I would never have received this gift without taking time to plan things 90 days in the future. For me this program and strategic planning have been truly valuable.

The Strategic Coach

If I had to sum up the program in one word, I would say, "Confidence." According to the Strategic Coach, "On a day that you feel confident, you can do anything. Lacking confidence, you can do very little. Life is a confidence game. Those who have it often succeed. Those who don't have it always fail. Any educational program that does not increase your confidence is worthless. The Strategic Coach, in a nutshell, is a lifetime system for creating higher and higher levels of personal confidence in every situation of life. Truly the most important factor is increasing confidence."

To me, this communicates the very best of the Strategic Coach Program. In life, so many things can make you lose confidence. In fact, you might consider life as one big confidence drain. A program that builds your confidence can define your entire existence. If you take only one idea away from this chapter, make it this! As I look back on my life, the best things I accomplished or enjoyed all came at a time when my confidence soared.

I remember one particular time in Vail, Colorado. For years I had wanted to purchase a home on the ski slopes to use for business and to take my family to escape. When I walked into one particular home with a realtor, I knew I'd found my home. This home backed up to a stream. The stream made a lovely, quiet and subtle babbling sound, perfect for creating the world's best sleep state. The home - my home! - had three bedrooms and covered parking. It looked over the Gore Range and bordered Gerald Ford Park. Inside, a glimmering fireplace kept the interior toasty warm! I had no doubts this was my home.

Because my confidence was high, I purchased it - and I have no regrets. I could have found a thousand excuses to pass by this expensive property, and with lower confidence I might have done so. In the time since my purchase, however, the home prices in the area have gone up by 15% or more annually. If I had not bought then, I may have found myself priced out of the market.

According to Sun-Tzu in *The Art of War*, "When water moves boulders, this is the force of momentum." In my life, momentum has come from my confidence. To me, confidence looms large in life, and this is understood and perfected in the Strategic Coach Program.

Before we start, let's check in to the best-case scenario. As mentioned earlier, our very successful businessman opened his business in 1985, and enrolled

in the Strategic Coach Program that same year! By the time I joined, you needed to show \$250,000 in gross sales to qualify for the program. That makes this person's early entry quite remarkable. He jumped right into this exclusive club, eagerly adopting their methods. After just one year in the program, his business had doubled in size, with an even greater increase in profit.

Even more amazing, he kept up that growth rate for ten years. By conferring with other members of the group, he discovered exactly which Strategic Coach concepts he could use, saw how they applied to his business, and applied them perfectly. You could sum up his actions as the right move, at the right time, in the right amount.

At the same time he excelled in the other four areas of life: his happiness, joy and mental peace increased by the same factors as his bottom line profit; his relationships improved as he had over 300 close friends; he converted over 500 people to a state of 'spiritual' enlightenment; he improved his physical health and fitness and was able to run, swim and bike more than one hundred miles each week.

He did all this in his business, without the other areas of his life suffering! In short, his life was in perfect balance as his personal confidence soared. He was the best student ever enrolled in the Strategic Coach Program—ever. With his open mind, the coaching moved him to an entrepreneurial frenzy!

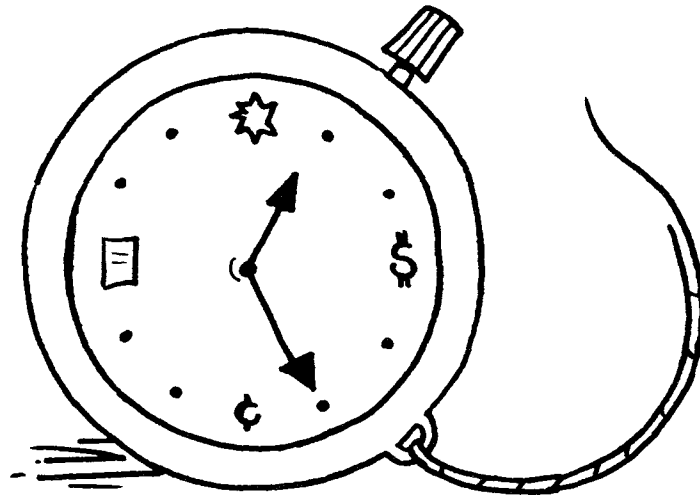
Now let's look at the concepts of the Strategic Coach for the rest of us mortals. I will lay out the concept as presented, and comment on what worked and what did not. What was practical and what was really just theoretical? I present these results from my experience, both good and bad. Everyone comes out of the program with varying results, as I am sure you will also.

The Concept of TIME USAGE

According to the Strategic Coach, "Time may be broken down into three distinct areas". This approach to time management - call it the Entrepreneurial Time System - diverges from the bureaucratic time system in which most of us live and work. However, it offers dramatic advantages for anyone running their own business.

First, a little history. Starting with the Industrial Revolution in the late 1800s, people in modern societies learned to live and work within a system, which consisted of rigidly defined work hours and days. This bureaucratic time system works wonderfully for bureaucrats, but not for entrepreneurs. A brief analysis of the bureaucratic approach to time management quickly reveals why business owners need an entirely different kind of time system.

Bureaucracy is based on three principles: Uniformity, repetition, and predictability. Bureaucracies depend on uniformity of activity and communication among all personnel, repetition of the same job functions and tasks from one year to the next, and predictability of individual and group performance over long periods of time. (Sounds like the definition of an assembly line, doesn't it?)



None of these principles relate to an entrepreneur's primary activities.

Entrepreneurs don't think, communicate, or act like bureaucrats. Instead of uniformity, repetition and predictability, entrepreneurs base their success on variety, creativity and productivity. These principles require an entirely different kind of time system, one that relies on three distinct classes of days: Free Days, Focus Days, and Buffer Days.

1 3 5 7 9

- Focus days drive the success of any endeavor. These days you produce big results by concentrating on the right activities with the right individuals, in relation to the right opportunities and circumstances. Like a highly trained professional athlete giving his best at game time, you use focus time to perform at your highest level. However, even the most skilled people cannot operate at their peak skills 100% of the time. You must have time to attend to the other parts of your life, so that you can focus while at work. You should limit your focus days to fourteen days per month or less, so you do not burn out and perform listlessly.
- Buffer days allow you to take care of necessary but not essential tasks. On buffer days, you go to the cleaners, get your car license plates, shop, and repair your broken watch. Of course you can attend to business in between your activities, but the best return on your time comes when you clean off your 'to-do list' and prepare for your focus days. You should schedule these days at least once every 20 days, and more often as called for. Effective use of these days ensures the greatest rejuvenation on free days, and the greatest productivity on focus days.
- Free days make your life whole, giving you rest, refreshing you. Keep this time completely free from work-related problems! You should reserve these days

for working on the four other areas of your life: Relationships; Joy, Happiness and Mental Peace; Spiritual Growth; and Physical Health. To keep your life in balance and give it significance, you need a lot of time to concentrate on these areas. If neglected, they will unravel on you.

The importance of free time lies in letting you rejuvenate. The most successful people on the planet use free time to allow them to later work at their highest possible level. With that valuable time off, you can perform on your focus day at a superstar's level. If you want to leave people in awe of your talents and abilities, use your free time wisely!

The Entrepreneurial Time System, once mastered, frees the entrepreneur from the rigidity of bureaucratic thinking. By taking free days, the entrepreneur increases his or her productivity during focus days. By taking focus days, he or she generates the money needed for greater rejuvenation and productivity. By scheduling all days in this fashion, success and satisfaction increase continually.

I have seen the power of the entrepreneurial time system. For me, the main challenge with implementing it concerned focus days. The program suggests you schedule all activities using a time frame that works very well for the entrepreneur. If you can reserve your focus days for uninterrupted work, you can build on every small success to lead to the largest success.

In reality, after long stretches of free days, many administrative challenges occur on your return. If that happens to be on a focus day, it can dilute your concentration and your confidence. The more distractions you must deal with (which accumulate with time away from the office), the less time you have to utilize your unique abilities, the skills which drive your business.

Often key customers and clients cannot adapt to a schedule that perfectly meets your needs. This disrupts free days, focus days and buffer days. The challenge lessens when you work with individuals who are working in the same marketplace, who may find their schedules closer to yours. However, if you work with highly successful entrepreneurs and individuals in a range of disciplines, these difficulties grow. The Strategic Coach Program does not address these concerns, though it provides a forum to discuss challenges with the others in the program. You could possibly find your own solution through this forum. After you reach a certain level in your business, these challenges are delegated to lower levels and actually disappear. But they are very challenging in the first five years of business.

When I first started the Strategic Coach Program, I began by applying the principles on myself. In my business I always checked faxes or e-mails, always wrote the reports. I stopped by the office daily, even on Sunday. I had no life outside of my business.

This book is only half the size of the tax code, and God does not change it every year. — Jerry Harrup

To break this pattern, I focused on changing one habit at a time for 21 days. (Scientists have found that if you can change a behavior for three weeks, you stand a good chance of making the change permanent.) So, first I never went to the office on Sunday. Then I refused to read books about financial planning or the stock market on Saturday for 21 days. Then I took Fridays off. The results of this last step amazed me - on my remaining focus days at work, I worked with incredible intensity to make up for the lost time.

After I had improved my life order, I made each employee take Fridays off. This boosted morale enormously! Even with some workers still coming in to work for a short time on Fridays, the morale and productivity in the office increased dramatically. I did have challenges with employees who would not work at a higher intensity during the shortened weeks, but I simply reminded them that I could choose to revert to the five-day workweek. This warning usually solved the problem.

The value in a four-day week lies with the fact that it takes one day to come down off a stressful week. The short workweek gives the employee a real two-day rest by letting them 'gear down' for it on the third day. If you offer this benefit, remember that you will demoralize people if you have to later withdraw it. If conditions force you to temporarily return to the traditional schedule, get back to the four-day week as soon as possible.

After implementing the Entrepreneurial Time System, my quality of life has significantly improved. Score one for out-of-the-box thinking with the Strategic Coach!

The Concept of UNIQUE ABILITY

The concept of 'Unique Ability' holds great importance in the Strategic Coach Program. Understanding and utilizing this will allow you to increase your personal income while generating a great amount of happiness in your life.

In the business world, people can work at different levels. Let us look at these levels:

- First is Incompetence. People working at this level cannot meet the minimum standards for performance in their particular job. About 5% of all people work in this area. These people should consider a different career.
- Next is Competence. In this level, people work in a JOB. For most, this work exhausts them. They may spend their evenings vegetating in front of a TV set before going to bed, too worn out to do anything else. Their conversations around the water cooler gravitate to discussions on 'how long until retirement'; they're often heard saying, "Thank God it's Friday." If asked why

they took this position, they may answer, "I needed the money to support my family. I took the job to pay the bills." The people who work in this area do not excel at their jobs, nor are they excited about what they do. When the economy slows, companies look to these individuals when they plan layoffs. Roughly half of all people work at this level.

- The next level is Excellence. Excellence means that superiors consider that person one of the better performers on the job. When a difficult job arises, they consider him or her for the task. For a person at this level, however, their job does not excite them. If someone came to their house for a party and asked them what they do for a career, they'd probably answer, "Oh, let's not discuss work, I am really not passionate about it any more. Let's talk about my church or my children and hobbies." Probably, 20-30% of all individuals work at this level.
- The last level is Unique Ability. People working in their Unique Ability not only get excited about what they do, but they excel at it. People working at this level love their work. They never work a day in their life, because their work is their play. If you ask someone who works in their Unique Ability about their career, they would sit you down and proceed to tell you all about it. For the next three hours, every morsel of excitement comes out. When you leave them you have no doubt that this person lives for their work. People who work in their Unique Ability typically get 10% raises or higher each year. For this reason, companies take great interest in all of their clients working at this level. Each morning, when someone who works in their Unique Ability looks in the mirror, they must smile, knowing they excel at their job.

The best a parent can give a child is to show them how to work in their Unique Ability. To find your children's (or your) abilities, you can take the Kolbe test. This test, available on the Internet at www.kolbe.com, provides a person with a list of 20 of their Unique Abilities. For the best results from the test, you must answer the questions according to your current situation. Do not answer the questions as you feel someone else would like you to, or how you might have in the past or the future.

The woman who invented this test is named Kathy Kolbe. She has received renown by devising a simple test to create a life-changing concept. You can read her remarkable story on the website.

If you are not working in your Unique Ability, ask yourself these three questions. You should sit in silence and in solitude while answering, letting your mind focus on your strongest desires:

If I could not fail, what work would I choose for a career?

Pets teach us responsibility and what life is really like. There are people, just like pets, you will have to feed and clean up after. — Beth Guerecki

If I knew I had two years left to live (and knew I would have good health), what would I do for a career?

If I had unlimited money - say ten million dollars - what would I do for a career?
(The interest on \$10 million should grant you the freedom not to have to work, allowing you to pursue a career doing just what you would like to do.)

Now compare your answers with the Unique Abilities generated from the Kolbe test. This should give you insight into your personal Unique Abilities.

The Strategic Coach Program emphasizes working in your Unique Ability. It posits that the most successful and effective organizations assign control of every activity to someone with a Unique Ability for that activity. Reaching this goal fosters excitement in the company; falling short can engender frustration and disappointment in your workers.

One day I had a client come into my office. After sharing with him the concept of Unique Ability, I noticed tears streaking from each eye. He admitted to experiencing great difficulty in his career for many years. He said he had worked in areas outside his Unique Ability, and now he knew what the challenge had been. Two years later he called me to report that he had found a career in his Unique Ability. Not only had he earned more money, he added great significance and joy to his life, since his work was his play.

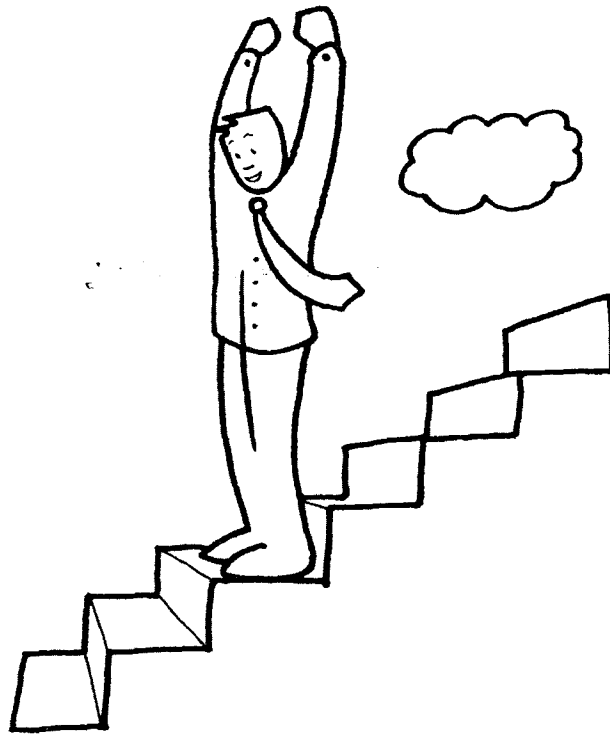
The Concept of PROGRESS, NOT PERFECTION

According to the Strategic Coach, we can determine our emotional health based on how much we focus on our progress versus our perfection. The program uses 'GAP' to examine this. In the GAP, as we move toward our goals we can choose to focus on what we have not yet achieved OR on how far we have come. Each person makes a choice in every project or event in their life as to what they will say about what has happened. The more we focus on our progress, and not on our distance from perfection, the greater our emotional health.

Many entrepreneurs focus on the things that did not go well because they are so visible and large. These may include programs that do not work, shortfalls from stated goals, lost business due to errors or mistakes, and other challenges that subtracted from the bottom line. According to the Strategic Coach, no one can achieve 100% success. Thus, when you beat up your team or yourself with missed perfection, you are lost in Fantasyland. If you insist on perfection, you will disappoint yourself and others, guaranteed.

The Strategic Coach Program goes on to suggest that each day before you go home take time to reflect on the things that went well. By doing this 'positive focus', you ensure that you focus on the things that go well instead of the few things that do not - things that could shatter your confidence.

I enjoy this concept so much, I actually use it with my family at the dinner table to get them to focus on what is good in their world! I ask them what events have left them thankful and grateful. I get each of them to share what went well during the day. This has worked very well in bringing us closer as a family, as well as building confidence in all of us!



Even better, you can implement this concept in only two to four minutes per day. You can even write, "What further progress is possible?" to benefit more from the concept. For a time, I got all my employees to use the program by motivating them with rewards. Some of those employees continue to use it without rewards, having made it a habit. They live extraordinary lives.

At the same time, other employees struggle. These workers, who no longer use this concept, have a lower confidence level, and they focus on the things that do not go well. Unfortunately, the Strategic Coach does not offer the entrepreneur a method to get their employees and staff to adopt this mindset.

The Concepts of the 'R' FACTOR & the D.O.S. QUESTIONS

To qualify a client, you should ask them the 'R' (or 'Relationship') Factor Question: "If we were meeting here three years from today, looking back over those years, what must have happened both personally and professionally during that period for you to feel happy with your progress?" Once you have the answer to this question you may immediately create value for your clients. This question is best used with Dangers, Opportunities and Strengths questions

covered later. This allows for maximum value creation either by you solving their concerns or by you referring those to others to solve them.

Why is it that 80% of the Broccoli enters the gaps in 20% of my teeth? — Eric Hjalmlquist

According to the Strategic Coach Program, “The question is intensely powerful; it allows you to quickly determine if you have a genuine prospect.” They say that the question allows you to not waste time with someone who simply wants to capture your intellectual knowledge. It lets you know if the prospect has a bright future. It lets you know if the prospect can do long-term planning. It broaches the issue of whether the client would consider having a three-year (or longer) relationship with you. It tells you whether or not your client has goals. Probably the most important aspect of it is that it allows you to create value for the client instantly.

I concur with the Strategic Coach on the value of the ‘R’ Factor question. It tells you so much about a client, including whether you can have a future with them. The question has deep, lasting implications and extracts tremendous information from that client.

The fallacy of the Strategic Coach ‘R’ Factor question lies with overemphasizing this concept. You must keep in mind that some clients may not answer this question well. Many people have trouble with questions that have two or three parts.

Call me cruel, but I love to ask people questions with many parts. Highly intelligent people can remember the parts and answer the question well, while others fumble for an intelligible response. I enjoy testing people who will have a significant role in my life in this fashion.

For example, I did this when I visited the fund manager of the Wellington Balance Fund. He is a very important person and a very important fund manager to my clients and me. I asked him, “Could you tell me why you don’t add to the bond portion of your fund when you know the Fed will lower interest rates?” Without a pause, I added, “Why don’t you sell calls on the stocks in your fund and why don’t you more aggressively move larger percentages from bonds to stocks and where did you grow up?” In my view, anyone that can answer that question - or barrage of questions - must be highly intelligent and their thoughts well organized.

The ‘R’ Factor question has more than one dimension. Even though the client may have difficulty answering the question, they may still need your products or services. The Strategic Coach uses the question to fully determine whether you should have a relationship with the client, and I believe it should not. To walk away from a client due to one question seems too strong a statement for me.

I feel you should have an open mind about the client. Many of my clients had trouble answering this question, leaving parts out. Some people just forget to

answer all the myriad parts of the query! Later, these people have become excellent clients. Thus, I would not bet my entire relationship on how they answer one question, or look at it as the sole basis for the relationship. However, that doesn't mean you shouldn't ask the question - you should keep it as a valuable tool in your toolbox.

The D.O.S. worksheet stands for Dangers, Opportunities and Strengths. It consists of three questions:

- ❑ What are your three biggest dangers?
- ❑ What are the biggest opportunities you must focus on and capture?
- ❑ What are the three biggest strengths you must reinforce or maximize?

The Strategic Coach tells us, "These questions are rarely discussed in the life of the client. The client who shares these things will feel very close to the advisor and see the relationship as long term." This closeness stems from the fact that no one else knows the answers to these questions. The client feels that since they have confided in the advisor, the relationship has established an important foundation - since only the advisor knows the secrets of his or her heart.

The D.O.S. questions allow us to create more value to the client by solving the ones we can and then referring the others to those who can. The 'R' Factor question with the D.O.S. questions are very powerful and create tremendous value instantly. It is very hard to accept, but it is true, that clients want to go their entire life without using your products and services. According to Dan Sullivan, "Clients could care less about your products and services."

The questions work very well, and you should ask them of every client to build rapport and trust. One time at my company, a person said, "No one has ever asked me that," then he gave me all of his investments and now twelve years later we still have an excellent relationship.

The Concept of the NON-ACCEPTABLES

One of the things that most undermines personal confidence is putting up with frustrations - conditions, situations and relationships - that are not acceptable to you. When you continue to tolerate these non-acceptables, you continually lose energy because you are in conflict with yourself. You are letting yourself down! While violating your own ideals and values, you cannot fully express your best skills.

This can change a work level. People working in their area of 'excellence' may suddenly operate only with 'competence'.

The moment you eliminate a non-acceptable situation from your life, you feel a boost of energy and your confidence soars. In essence, you have given yourself a vote of confidence. You have reasserted your ideals, values and standards, and no longer experience the inner conflict that had cost you so much energy. Once the non-acceptable is identified and eliminated, you have gotten in touch with your true self, your authentic self.

Understanding this concept can bring gains to any business. When first introducing it into the office environment, it may create anxiety. So, you must introduce it and offer it in a way that the staff members can use and accept it.

The Concept of CHANGING YOUR FUNDAMENTAL HABITS

According to the Strategic Coach, "A new habit may be introduced every 21 days." For example, "If you wanted to stop smoking, you could simply stop smoking, quit cold turkey, for 21 days. At that point you would have an excellent chance of quitting for the long term, perhaps your entire life." If you want to change a habit, you can do it in just 21 days!

The best example of this has to do with money and money management. If someone habitually spends too much money, they will likely overspend at least one time in the next three weeks. If, instead of spending, they adopt a habit of saving for 21 days, they stand a good chance of continuing it into the future. Thus, the 21-day time span is very important.

The Strategic Coach goes on to say that your habits underlie your success in life. The Coach also avers that discipline does not play a role in your success, only habits. This means that you can laud people who get up early to go the liquor store due to their discipline, because it takes discipline to get up early for that booze run. Now if they could only change their habits! So, according to the Strategic Coach, discipline already exists in everyone. But good habits are the key to an extraordinary life. I urge you to keep aware of the 21-day habit rule. It holds the key to unlock so many challenging situations. The biggest successes I know of are people who have terrific habits. The difference between discipline and habits amazes me!

The Concept of REFERABILITY

How can one determine if a business or company is referable to clients, friends and family? This is a very important question because, when you refer a client if the company you refer to does not deliver 'acceptable' results and service, the client will attribute their bad experience to you the person who

made the referral. According to the Strategic Coach, one could ask just four easy questions:

- ❑ Do they show up on time?
- ❑ Do they do what they say they are going to do?
- ❑ Do they finish what they start?
- ❑ Do they say “please” and “thank you?”

I believe to be ‘referable’ they need also to have similar values to you as well. This could be added to the list. For example, if they do these things or belong to organizations that you cannot support, they are not referable because they may teach or share these things with your clients, friends or family.

The Concept of the RUGGED INDIVIDUALIST (The Ceiling of Complexity)

During the early phases of a typical business, there was an individual (an entrepreneur) who did everything in the business. This person answered the telephone, processed business, manufactured the product, marketed it, sold it to the public, filed, and swept the floor.

For three years, this business grew in revenues and income. Finally it reached a point where the company could grow no more. This is called the Ceiling of Complexity. At this point, the entrepreneur could no longer increase his income simply because he had no more free time to dedicate to the business.

Now the person’s rugged individualism actually prevented further progress, becoming a large disadvantage. With no free time to recharge, the entrepreneur works in the mode of crisis management and high stress.

At this time, many entrepreneurs lose interest and enthusiasm.

Our businessman now has a choice: stay in this mode, or hire others to help. ‘Rugged Individualism’ refers to those people, after hitting the first Ceiling of Complexity, who refuse to give up control of anything, instead doing everything themselves. Our entrepreneur chose the second option, hiring workers to help in areas that were not his Unique Ability.

Suddenly, the entrepreneur turned from a rugged individualist into a team member. He now owned a new business, made up of a team of people. With everyone working in his or her Unique Ability, the firm thrived, and income and revenues once again grew.

It seems so simple, doesn't it? But great truths are often that - simple. This is irrefutable logic. Isn't it fun to see it written down?

I remember when I first started my company. I truly felt that no one could do it like me. When I finally hired my first employee, I carefully checked all of her work. If I found that her work differed from how I would have done it, I would rework it. How irritating I was! Now I have total confidence in my team, and my business grows by the year. In addition, it's fun!

Before I go, here are further observations about the Ceiling of Complexity. Simply hiring employees and then delegating to their unique abilities can usually move past the first three Ceilings of Complexity. In our business, the company hit our third Ceiling of Complexity at about \$1,000,000 of gross sales. This allows the company and entrepreneur to pass through those first three to five Ceilings of Complexity. However, sometime in the future, say the fifth Ceiling of Complexity, the company can no longer pass through this by simply hiring new employees. The company must now pass through by changing their activities. This means noticing what activities generate the top 20% of results, then as quickly as possible ceasing to perform the other 80% of activities. Then at the same time focusing exclusively on the top 20%.

At the same time, the company has found a way to identify critical numbers and create a game around them. The company has found a way to bring in and act on ideas from three different places of origin. The first ideas are from the top down. Next are the ideas from the bottom up, or from the worker upward in the organization. Last, ideas can come from consultants and from competitors horizontally into the organization. This has been done very well at General Electric and 3M.

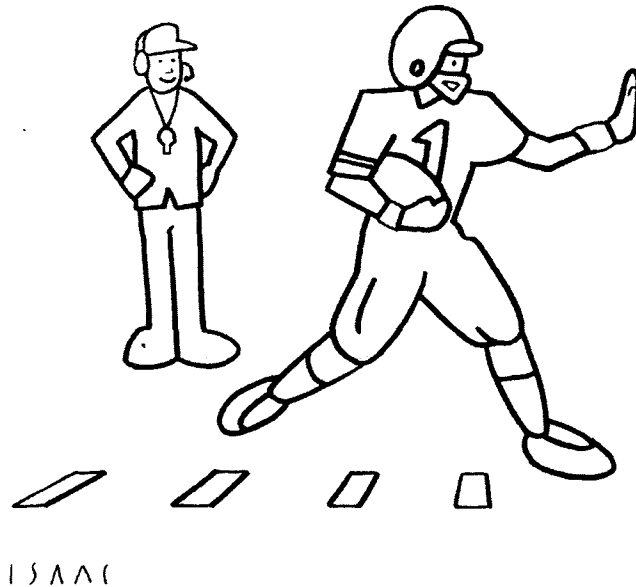
In my estimation, to pass through a Ceiling of Complexity at the 5th level and beyond, all of these must be in place.

The Concept of the GOAL CULTIVATOR

Goals are very important! In fact, many people spend their entire life trying to figure out how to set goals to achieve optimum results. For example, should goals be written down or just in your head? Should goals have a time frame? Should goals be few in number or many? The Strategic Coach Program has created a unique spin on setting goals because they have taken time to set up a template, which actually meets the needs of a business owner and is perfectly appropriate for the business framework. The goals are broken down into twelve areas and are perfect to use for business strategic planning.

1. Necessity/urgency goals: These have intense short-range importance. a)
Threat to safety or survival — On an individual, group, or organizational

basis. b) Loss of opportunity. Capture it now or lose it forever. c) Maintaining momentum: Intense immediate focus is needed to keep things moving.



2. Recovery/repair goals: These relate to situations where there have been failures, breakdowns, or set-backs. a) Stopping the damage: Preventing further loss of advantage, position, or resources. b) Regaining confidence: Focusing everything on a new, better, and different future. c) Establishing momentum: Achieving a series of immediate small wins that build energy and enthusiasm.
3. Capability/platform goals: These represent a new, higher level of skills and resources that makes greater achievements possible. a) Multiplying capabilities: New methods, systems, and abilities that expand productivity. b) Focusing resources: Getting greater value out of existing strengths. c) Creating Opportunities: Opening the door to much greater possibilities for progress, growth, and achievement.
4. Competitive advantage goals: These enable you and your company to out-manuever and out-position your competitors. a) New markets: Entirely new kinds of clients and customers. b) New products/services: Innovations that competitors can't match. c) New methods: New forms of communication, teamwork, productivity, and value creation.
5. Differentiation/uniqueness goals: These reinforce your uniqueness as an individual and as an organization. a) Breakthrough ideas: New ways of looking at existing problems, relationships, and opportunities. b) Breakthrough methods: New way of solving confusing problems and overcoming obstacles. c) New ways of simplifying complex situations and relationships.
6. Reputation/referability goals: These send out the message that you and your company are the best at what you do. a) Impressive achievement:

It is the duty of the good shepherd to shear the sheep, not skin them. - BJ Wells

Something that clearly provides superiority. b) Total dependability: Eliminates all doubts and worries that anyone may have. c) Attraction ability: The best people, capabilities, and opportunities seek you out.

7. Presentation/packaging goals: These show you and your company off in the best possible light. a) Professional: Everything that you say or do communicates that you know what you're doing, and why you're doing it. b) Striking: Stands out sharply and distinctively in the midst of daily information overload. c) Memorable: Once people experience you, they can't forget the positive impact.
8. Teamwork/organization goals: These free you and everyone in your organization up to focus totally on what each person does best. a) Highly productive: Enormous amount of work is achieved quickly, with minimum waste of energy and effort. b) Everyone is excited about working in the environment with each other. c) Value creation: Constant increase of client satisfaction, commitment, and loyalty.
9. Well-being/enjoyment goals: These enable you to live a life to the fullest — and in the best possible circumstances. a) Fit and healthy: Full of energy, free from physical limitations. b) First class: Enjoying the best products, services, and experiences in the world. c) Being present: Serene, aware, and grateful on a daily basis.
10. Contribution/generosity goals: These enable you to support, help, and assist as many other people as possible. a) Providing direction: helping others when they are confused. b) Providing confidence: Helping others when they are isolated and discouraged. c) Providing capability: Helping others who feel they are overwhelmed and powerless.
11. Self-actualization goals: These enable you to express your greatest ideals and abilities. a) Escaping convention: Operating consistently in a way that exceeds conventional thinking and behavior. b) Transforming obstacles: Going beyond the barriers that stop other people. c) Constantly unpredictable: Doing things that shock and wake up other people's dreams and talents.
12. Significance/meaning goals: These relate to the impact that you want your whole life to have — how you make a lasting difference. a) Role model: The spiritual, moral, and ethical qualities that you want to reinforce in the world. b) Global improvement: How you want the world to be a better place for everyone. c) Righting wrongs: Working to help those who cannot help themselves.

In my opinion, this is an outstanding segmentation of goals and is conducive to thought creation and goal achievement that a person or corporation would not normally be able to create.

The Concept of the DECISION TREE MODEL

(How to use the Strategy Circle)

The Strategic Coach created a valuable tool to find strategies necessary to complete a particular project. Called the Strategy Circle, this program produces those strategies. This concept revolves around the idea, "All things that oppose our goals are actually the raw material for achieving them."

To use the Strategy Circle:

- Identify your project. It may be personal or professional.
- Write down the Goal. This is what you want to have happen. Write down below it the current date. Remember, there are no unrealistic goals, only unrealistic timelines.
- Set the timeline or completion date.
- Specify your desired results, and emphasize the best possible result. How would the project look if you could not fail? If you can determine a picture in your mind utilizing as many of your senses as possible, then this will create the best chance of success.
- Capture each obstacle—Let your mind consider all of the things that make the desired result impossible. List them. Try to think of everything that could prevent your desired result. These are the obstacles you must overcome.
- Transform each obstacle into strategies—Next to each obstacle; indicate a strategy to overcome it. Notice that some obstacles will require more than one strategy. On the back of the form, choose who will take responsibility for each strategy, and by what date. Remember to delegate where possible.

I have never found a better way to discover the opportunities inherent in an endeavor or project that I originally considered a big challenge or difficulty.

Once I asked an employee who had trouble completing projects to use the strategy circle. After trying it, she came up with two or three strategies I had not thought of. These strategies allowed her to complete the problem more quickly and efficiently than I could have done so myself. She gained a tremendous increase in confidence as a result. Use the strategy circle to complete projects when you absolutely cannot make a mistake.

The Concept of DELEGATING ALL BUT GENIUS

The Strategic Coach Concept says you should delegate all tasks except the ones that lie within your Unique Ability. The coach cites the example of the entertainer or the professional athlete: “The entertainer does not move pianos and the professional athlete does not clean the ring before the fight.”

If you could do this, you would maximize your potential. By focusing only on the activities that produced the highest revenue, you would make the most possible income. In addition, by working ‘in your element’, you would enjoy your work to the fullest.

At our firm, this concept challenged us. When I began the program, our firm had myself and one other full-time worker. At its peak, the firm employed five individuals in addition to myself. In an up economy, everything was wonderful. When the economy stumbled, fewer clients came into our firm, creating an enormous strain on cash flow. In fact, our firm almost had to resort to layoffs.

I firmly believe that when you hire someone, you accept an awesome responsibility. In the book *The Great Game of Business*, by Jack Stack, it says, “I have always believed that you take on a big obligation when you hire somebody. That person needs to bring home money, put food on the table, and take care of children. You can’t take that obligation lightly. Of course, the individual has an obligation to the company as well. Employment is a two-way street.”

Keep this in mind when uncertain times put a damper on your growth, forcing you to handle some of those tasks outside your Unique Ability. It is better that you make this sacrifice than for you to staff up at every chance and lay off with every slowdown. In my opinion, you should not fully staff your firm until you experience one major market or economy downturn. This insures that you will lay off as few employees as possible.

Finally, a word of warning. Though you may love the idea of working in your unique ability 100% of the time, don’t expect to do so very soon. Chances are you will not reach this pinnacle until you have ten or more years at the Strategic Coach Program, or have hired an individual, working in their unique ability, to completely replace you, therefore allowing you to completely bow out of the business and be involved only in key decisions.

The Concept of the LIFE EXPANDER

On a piece of paper, write your current age. Next write when you think you will check out (die). It is interesting that most people know when this will occur. It

could be the average of their parents age plus something, or another personal formula. In any case, they seem to know this number. Since this is the age when you are gone, write what you think people will write on your tombstone. Is this what you would like them to say or write?

Since we know people pass away for one, or more, of three reasons, we may want to look at those reasons carefully. The three reasons are:

- ❑ No Friends.
- ❑ No Money.
- ❑ No Purpose.

Also, it may be possible to extend our life just based on medical technology. Medical technology may help us live longer by using bionic eyes, ears, or organs. So, if we make a commitment to always have friends, purpose and money, we may live longer. With the advancement of medical technology as well, we can now predict a longer life expectancy.

So, consider that we will commit to always having purpose, money and friends, and we may benefit from new technology. Next to the original 'check-out' age written above, write this new number of how long you will live. Then write down the difference in those two ages. How many years has your life been extended?

Finally, write the three main things you will do during these extra years. According to the Strategic Coach Program, this is the essence of who you are as a person and what you is your true or authentic self.

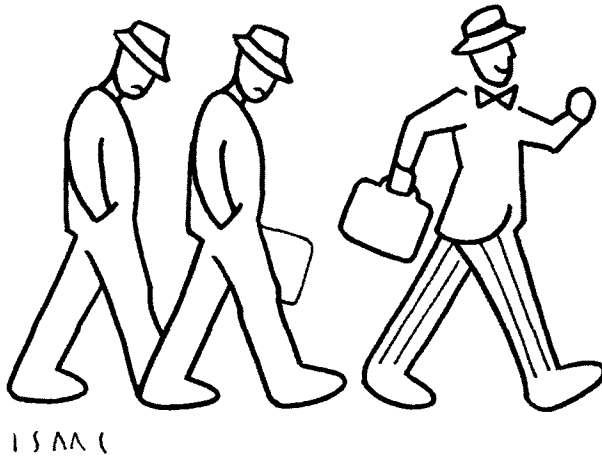
How true! How wonderful!

The Concept of the TEN-TIME (10x) MIND EXPANDER

According to the coach, "Your life is as big as your vision. You may not reflect on this very often, but the biggest reason you have succeeded as an entrepreneur is because you have been willing to think big. While others that you knew contented themselves with average goals, you have challenged yourself with a series of continually higher goals that forced you to go through periods of fear, uncertainty, and discomfort that most others avoid at all costs. Your life was governed by a vision, while other's lives were governed by circumstances."

This vision has two parts - your dreams, and the logic of growth. Visions, if you are to realize them, require a foundation and structure. Your brain has to see a clear-cut path from where you are to where you want to be. On one hand, you

have your dream - your visualization of the end result. On the other hand, you have logic - a clear-cut sense of interconnecting actions that will guide you each step of the way. In order for you to bring your vision into practical reality, the path along the way has to make sense to you.



So, you must develop the art and craft of stretching your mind beyond your present circumstances. The first big obstacle to moving towards a vision is to overcome your own initial response. How often have you reacted to a challenging notion by thinking, "This is ridiculous and stupid?" Where does this internal criticism come from? Usually it comes from buying into the standards and judgments of people around you who do not

live their lives by visions. People who don't look to the future are ruled by their past. These people can be uncomfortable with anyone who decides to create something bigger or better in their lives.

To begin realizing your vision, you must get used to the bigger picture on an emotional and psychological level. Before you can realize a vision, it must first happen in your thinking. Until you are totally confident in your mind, you cannot be confident in your actions. If you allow for a big future, it will change the way you communicate, think and act. This is a crucial turning point in your life, where you must commit yourself to working for a brighter future.

The process of embracing the future has four parts:

- Ask yourself, what is normal for you? How can you raise this to a higher level?
- What have your past stages of growth looked like? How can you apply lessons learned from that growth to help your business grow more now?
- The 10X Expander. What would need to happen to make your future ten times brighter than your life is today? Specifically, ask the question, "What would have to happen to make ten times the income I earn today?" This is a critical and mind-boggling question that almost always allows you to think out of the box.

- How will your company grow to maturity? What can you do to make it continue to grow instead of decline?

Implementing this concept will challenge you. You will likely need a convincing explanation to overcome the tremendous resistance you will encounter from people on your staff. When I introduced these concepts to the people in my life, they were concerned because the end result overwhelmed them. They had never thought that large.

This advice seems to contradict the entire strategy of the Strategic Coach. The Coach Program encourages visualization, but does not tell you how to do it. When we started the program, we used a very good visualization technique called the Movie Theater. In this wonderful exercise, we would lay on our backs and visualize final results and relationships between key components of our success.

For whatever reason, the Strategic Coach terminated the program right when we most needed to visualize. It is possible for the Strategic Coach Program to do the visualizing during the last 30-45 minutes of the day, and let those uninterested parties leave early. Then those with open minds could join others in developing a large picture of their future.

As of May 2003, this concept is no longer taught in the Strategic Coach. I believe that the program's results are diminished as a result. If you use the Coach Program, you will thus have to create a separate visualization program on your own.

For me, the 10X Mind Expander exercise ended with me having a radio station market our firm four times each day for 30 minutes. When I visualized this, it excited me because for the first time in my life, I could see a connection between creating the world's first positive radio station and my business! My destiny and my business life had been brought together!! Even today this realization thrills me.

The entire last chapter of this book details my quest to create the world's first positive radio station. I think this chapter will astound you!

On a side note, all of the proceeds from the sale of this book will go to create North America's first positive radio station! So you can relish in the fact that you had something to do with creating a brighter future for the upcoming generations. For now, I will defer to that. Using the 10X-Mind Expander I have increased my income and my future. My life now is much brighter than I ever dreamed it would be. How exciting!

This is not a complete list of Strategic Coach Concepts. Since the Strategic Coach is moving fast and creating many more concepts, it is a very small part of

When I get my notes from my speech and they say, "Very interesting," I know I am full of myself. — Harrison Cockeran

the entire program. I simply covered a few of my favorite concepts to give a flavor of the concept.

Exercises:

First, let us begin with the key question: What would have to happen to make ten times the income you earn now?

Write down the five key turning points in your life over the past five years. Next, write down five larger turning points you can anticipate in the next five years. Is it possible to make the fifth year's future at least ten times larger than it is now?

Write down your five biggest insights. How can you apply them to your business?

Now write down three critical items you can delegate to others. Make sure they are items that lie farthest from your Unique Abilities.

Now write down your three 'first improvements'. These are the things you can do to improve your life. Now what does your future look like? GET EXCITED!